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ABSTRACT

The findings of Profile/79, the third biennial survey by the International Association of Business Communicators (IABC) of fact and opinion culled from questionnaires completed and returned by 2,742 members, make up this journal issue. Tabular data presented covers such information as a profile of a typical communicator, comparisons of business organizations and of communicators' salaries, opportunities for advancement, an overview of changes in the field since the issuance of the last questionnaire, a profile of a typical publication, and a comparison rating of IABC services. (AEA)

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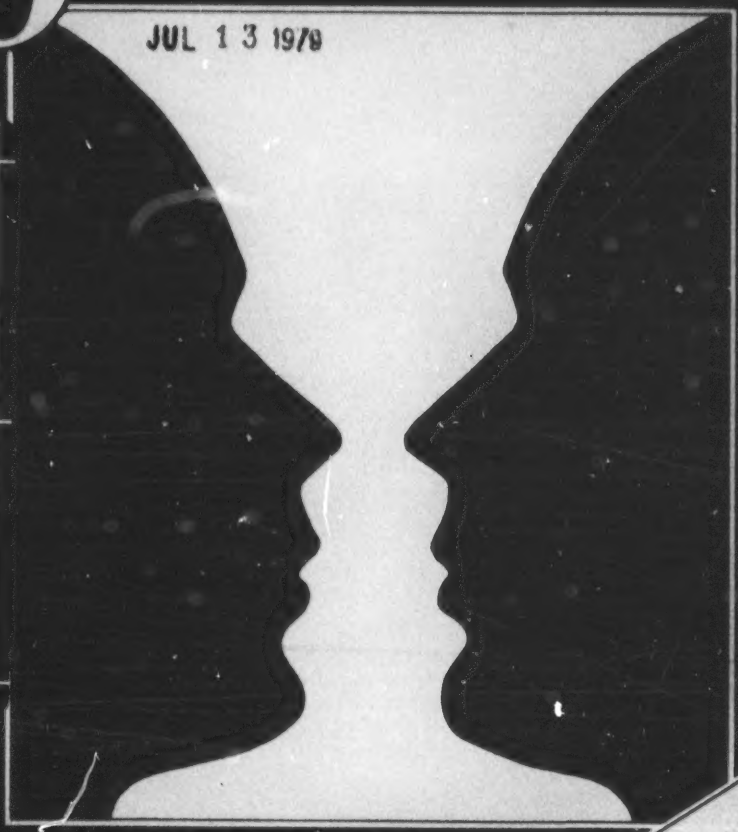

INTERNATIONAL ASSOCIATION OF BUSINESS COMMUNICATORS

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

Special Issue: Profile of IABC Communicators.

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26 Profile of publications.

30 How members rate IABC services.

Note: The profile of those who did not respond to this survey may differ in some ways from the profile of those who did. Even with a 54.8 percent response that produced these results, it is not possible to say the results reflect a precise profile of all IABC members.

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PROFILE/79

Special report.

54.8 percent of members answer IABC questionnaire on communication field.

... Top management shows increased awareness of the value of communication.

... Publications and other print media compete with audiovisuals, face-to-face communication and telephone information programs in the line-up of activities that absorb a communicator's time.

... Organizational communication's traditional tie with newspaper journalism fades as more newcomers come to their jobs directly from college, without a stopover at the daily paper.

That is a sampling of the fascinating, and at times surprising, findings in Profile/79, IABC's third biennial survey of fact and opinion culled from questionnaires completed and returned by 2,742 members.

Five thousand questionnaires were mailed to IABC's membership, and the 54.8 percent return rate is a record. The response rate is especially good, considering that the survey spanned eight pages with 80 questions.

About 90 percent of the respondents were from the United States; about 10 percent were Canadians.

The IABC staff and Profile/79 Committee Chairman Richard Charlton directed the survey and analysis. The Research Center at the S.I. Newhouse School of Public Communications, Syracuse University, New York, processed and compiled the data.

Profile of communicators.

Age.

Under 30 years	33.9%
30 to 39 years	38.1%
40 to 49 years	16.0%
50 to 59 years	10.2%
60 years or older	1.7%

Years with organization.

Two years or less	39.4%
3 or 4 years	18.4%
5 or 6 years	13.3%
7 to 10 years	12.6%
More than 10 years	16.2%

Salary.

Under $10,000	2.9%
$10,000-$12,499	9.5%
$12,500-$14,999	13.3%
$15,000-$17,499	15.8%
$17,500-$19,999	14.2%
$20,000-$29,999	33.1%
$30,000-$39,999	9.0%
$40,000-$49,999	1.5%
$50,000 or more	.7%

Years of experience.

Two years or less	25.6%
3 or 4 years	19.3%
5 or 6 years	17.7%
7 to 10 years	18.0%
More than 10 years	19.5%

Education.

High school	2.6%
Some college	14.2%
Bachelor's degree	64.5%
Master's degree	17.8%
Doctoral degree	.9%

Undergraduate major.

Journalism	39.7%
English/speech/literature	24.5%
Business	6.3%
Social science	6.5%
Other	23.0%

PROFILE/79

Typical communicator is a woman, 32 to 35, with a journalism degree.

This composite communicator reports to a PR manager in a manufacturing firm that employs up to 3,000 workers.

Using Profile/79 data, it is possible to draft a composite picture of a typical communicator. Here is what that person would look like if she or he existed.

Since women now account for 54.4 percent of IABC's membership (up from 50.8 in 1977), the typical communicator would be a woman, between the ages of 32 and 35, with a bachelor's degree in journalism. She didn't have organizational communication as a career choice in high school. She previously worked for a newspaper, or was a student.

The average salary in organizational communication is $20,476, but our mythical woman communicator would be earning the average salary for a female IABC member — $17,076.

Our Profile/79 communicator has been with the organization for six years and has been an editor in the employee communication department for three years, with seven years' total experience in the communication field.

The communicator reports to a public relations manager in a manufacturing firm with about 1,000 to 3,000 employees. The PR department reports directly to the chief executive of the firm and our communicator has direct access to the CEO.

There are nine people in the department — between five and six communicators and two or three secretary-clerks. Two of these people report directly to the typical communicator.

Recent program changes have included handling more media and more personal responsibility for the communicator — due to increasing support from top management.

The typical communicator spends almost half (45 percent) of her time on internal communication, while external communication absorbs 23 percent of her time, and 13.6 percent is devoted to management duties.

The communicator foresees the need to address workers' or members' goals and to educate top management on the importance of communication. These are her majors goals for the next two years.

How do you and your organization compare?

What industry offers the best opportunities for promotion? Which pays the most? What type of organization has the highest turnover rate? Test yourself on these and other questions to see how you and your organization compare. More information about the questions can be found on the pages listed. Correct answers are listed below.

1. The average internal communication budget is (page 22):

☐ A. $25,000 ☐ C. $100,000
☐ B. $50,000 ☐ D. $250,000

2. Highest voluntary turnover for communicators by type of organization occurs in (page 21):

☐ A. Manufacturing
☐ B. Associations
☐ C. Education ☐ D. Hospitals

3. Highest rate of involuntary termination of communicators by type of organization occurs in (page 21):

☐ A. Manufacturing
☐ B. Associations
☐ C. Education
☐ D. Hospitals

4. Which industry offers communicators the best opportunity for promotion (page 21)?

☐ A. Chemical
☐ B. Finance/banking
☐ C. Petroleum
☐ D. Telecommunications

5. The type of organization least likely to have a formal communication program is (page 9):

☐ A. Corporations
☐ B. Finance/banking
☐ C. Government
☐ D. Hospitals
☐ E. Associations

6. IABC members who have 10 or more years' experience in organizational communication are most likely to hold the title of (page 24):

☐ A. Editor
☐ B. Supervisor
☐ C. Manager
☐ D. Director
☐ E. Vice president

7. The most likely title to be held by a communicator with three to five years of communication experience is (page 24):

☐ A. Editor
☐ B. Supervisor
☐ C. Manager
☐ D. Director
☐ E. Vice president

8. The industry with the highest median salary for communicators is (page 16):

☐ A. Chemical
☐ B. Auto
☐ C. Metals
☐ D. Telecommunications
☐ E. Graphics

9. The median salary for Canadian communicators is (page 18):

☐ A. $17,076 ☐ C. $28,200
☐ B. $22,308 ☐ D. $31,000

10. Which audience segment is addressed by more communicators (page 13)?

☐ A. Salaried workers
☐ B. Management
☐ C. Members
☐ D. Hourly workers

Answers: 1-B; 2-C; 3-D; 4-D; 5-B; 6-C; 7-A; 8-B; 9-B; 10-B.

PROFILE/79

Communicators' roles grow as communication field blooms.

Results of survey find communication function gaining favor, communicators shouldering more responsibility and pay levels up by 17.8 percent.

When communicators sit down over a cup of coffee or something stronger and chat about their craft, the conversation often turns to variations on the theme:

"Hey, when is somebody going to recognize how important communication is to the success of our organization?"

Older heads at the table nod in sympathy. Seemingly it has always been so. "Just don't bring me any bad news," the Pharaoh used to say.

Well, get ready for some good news.

The results from IABC's biennial membership survey, Profile/79, show that even as practitioners ponder the need to educate top management on the importance of communication, hundreds of organizations are on the move to improve and expand their programs.

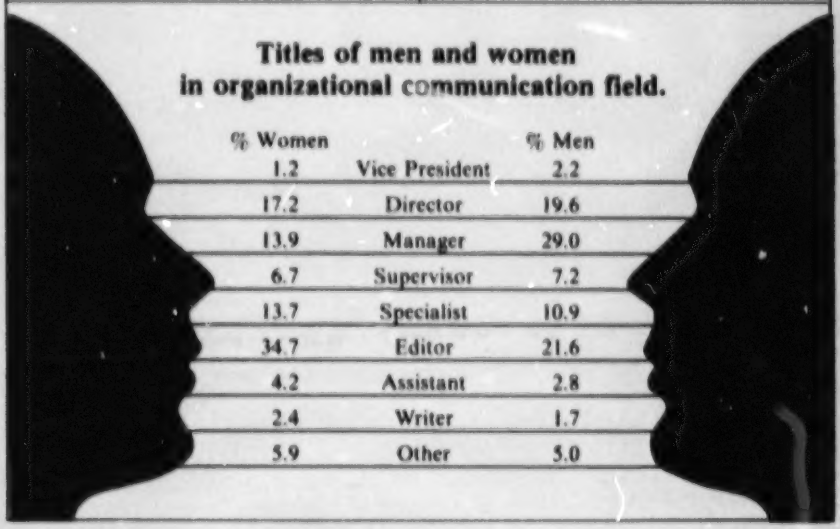
Salaries of practitioners have increased, communication departments are coming into their own, and communicators are handling more responsibility, according to Profile/79 results.

Among the survey's major findings:

- Communicators' average salaries passed the $20,000 mark for the first time, and are up 17.8 percent from 1977. Those earning $20,000 or more moved from 28.7 percent in 1977 to 44.3 percent today.
- There is a growing disparity between male and female salary levels.
- More than 80 percent of the communicators reported either increased media usage or modernized existing media in the past two years.
- Females increased their majority to 54.4 percent of IABC's membership, up from 50.8 percent in 1977 and from 46 percent in 1975.
- More than a third of all respondents were in jobs that were newly created when they assumed them.
- Forty-five percent of the

communicators with program changes over the past two years cited "more support from top management" as the major reason.

- More than six out of 10 communicators forecast a broader role in the organization for their programs in the next two years.
- Nearly one-fifth of today's communicators have graduate degrees — compared with one-seventh in 1977.
- Three out of four organizations represented in the survey now have formal communication programs.
- Almost half — 48 percent — of all IABC members now hold titles of vice president, director, manager



Titles of men and women in organizational communication field.

% Women		% Men
1.2	Vice President	2.2
17.2	Director	19.6
13.9	Manager	29.0
6.7	Supervisor	7.2
13.7	Specialist	10.9
34.7	Editor	21.6
4.2	Assistant	2.8
2.4	Writer	1.7
5.9	Other	5.0

One of three communicators work in communication or employee communication departments.

Public relations	25.3%
Communication	20.0%
Employee communication	12.2%
Marketing/advertising	7.1%
Public affairs	6.9%
Publications	6.9%
Personnel	6.7%
Public information	5.4%
Administration	1.4%
Other	8.1%

or supervisor — up from 38 percent in 1977.

■ Communication jobs have broadened in scope, with audio-visual projects, face-to-face communication, feedback programs and telephone information systems high on the list of activities that absorb communicators' time.

■ More organizations than ever before are producing newsletters (26 percent), surpassing newspapers (18.5 percent) as the second most popular format after magazines (35.1 percent) among IABC's membership.

■ Almost three-fourths of the communicators rated IABC as above average (44.7 percent) or outstanding (25.8 percent) compared with other professional organizations.

Better titles.

One key to the value placed on communication is its position in the organization — whether or not the function is placed in a department of its own. Profile/79 found that 32 percent of the responding communicators were part of either a communication or employee communication department — compared with 22 percent in 1977 and 9 percent in 1975.

Conversely, only 25 percent said they worked in the "public relations" department; compared with 39 percent in 1977 and 44 percent in 1975.

Another indicator of communication's value is the title given to the highest executive in the department.

Profile/79 found that while a plurality of organizations — 36.7 percent — give the "director" title

Communication programs of all IABC members are aimed at audiences estimated to number 460 million.

to the top communication person, in another 22 percent of the organizations, the chief communicator is a vice president.

It breaks down like this:

Senior vice president	5.0%
Vice president	22.2%
Director	36.7%
Manager	18.5%
Supervisor	2.5%
Editor	6.1%

More than eight out of 10 respondents said they had direct access to the top person in their organizations.

Most work in corporations.

Where do communicators work? Corporations and financial institutions accounted for the bulk of the jobs (64.1 percent were employed in these organizations), while 21.7 percent worked for associations, educational institutions, hospitals and government units.

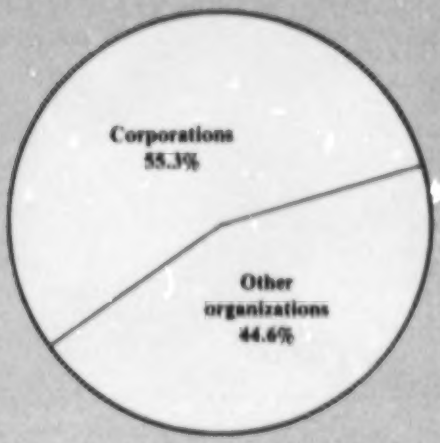
One out of five work for organizations with 15,000 or more employees or members, while one out of four work for organizations with less than 1,000 people.

Of all the organizations, hospitals are most likely to have a formal communication program (83.1 percent do), and those least likely to have a formal program are financial institutions (69.5 percent).

Influx of newcomers.

One of the major trends in recent years has been the influx of newcomers into the organizational

Profile of communicators' organizations.



Type of organization.

Corporation	55.3%
Financial institution	8.8%
Association	7.1%
Hospital/medical institution	5.7%
Government	4.9%
Educational institution	4.0%
Self-employed	1.1%
Other	13.0%

Size of entire organization.

Under 500	15.0%
500-999	10.1%
1000-2999	24.7%
3000-4999	10.7%
5000-7499	8.6%
7500-9999	3.8%
10,000-14,999	6.5%
15,000-19,999	4.0%
20,000-39,999	8.7%
40,000-99,999	5.2%
100,000 or more	2.7%

Single major product or service of the communicator's organization.

Aerospace	1.3%
Automotive	1.7%
Chemical	2.4%
Education	4.9%
Engineering/construction	2.5%
Finance/banking	7.8%
Food/beverage	4.1%
Graphic arts/printing	.8%
Information	3.4%
Insurance	8.1%
Manufacturing	13.8%
Medical/hospital	6.7%
Metals/mining	2.1%
Petroleum	3.5%
Pharmaceutical	1.3%
Public relations	1.5%
Publishing	1.5%
Retail sales	2.5%
Transportation	2.1%
Utility: communications	4.8%
Utility: energy	6.2%

communication profession. More than half of the respondents (55.8 percent) have been IABC members for two years or less. And while the number of communicators under the age of 30 has dropped (from 38 percent in 1977 to 34 percent today), one out of four practitioners now has less than two years' experience — compared with one out of five two years ago.

Almost 32 percent of all females have been in the field for two years or less, compared with 17.8 percent of the males. Conversely, only 15.2 percent of the females have been in the field 10 years or more — compared with 37 percent of the males.

Under the age of 32, there are twice as many females as males.

Major challenges?

What do IABC communicators see as the major challenges facing them over the next two years? Given seven choices, and a chance to list others, communicators most often picked "addressing workers'/members' needs, interests and goals." That topic received support from 49 percent of the respondents.

"The need to educate top management on the importance of communication" ran a close second, chosen by 46 percent.

Communicators are better educated; fewer majored in journalism.

Profile/79 results point to a better educated communicator, with fewer ties to newspaper journalism.

Although only 15.6 percent of the respondents said organizational communication was their career choice while in school, 20 percent entered the field right out of college, compared with 15 percent two years ago.

Profile/79 found fewer respondents who had majored in journalism or communication — 40 percent compared with 53 percent in 1977. Almost one out of four listed English, speech or literature as their college major.

The number of communicators with graduate degrees is up — 18.7 percent — compared with 15.4 percent in 1977 and 13.6 percent in 1975.

Of those who have completed or are currently enrolled in graduate studies, 41 percent said they majored in journalism, down from 49.3 percent in 1977. English majors accounted for 15.3 percent...up from 10.4 percent two years ago. Another 12 percent listed their graduate studies as some aspect of business.

After students, the largest segment of communicators (21.7 percent) listed newspaper journalism as their occupation immediately prior to entering the business communication field.

"Striving for more candor within the organization" was marked by 40 percent of the respondents, while "keeping abreast of industry/organizational trends and issues" and "affecting major change through communication program" each was marked by 33 percent.

"Responding to higher audience expectations" was seen as a major challenge by only 26 percent and "keeping up with technological advances" won only a 12 percent support.

A companion question gave communicators a chance to indicate which issues their programs would emphasize over the next two years.

"Worker/member satisfaction and motivation" was selected by 63.5 percent of the communicators as by far and away the strongest issue they intend to emphasize.

Needs of audience, education of top management, candor cited as major challenges for next two years.

Addressing workers'/members' needs, interests and goals	48.8%
Educating top management on the importance of communication	46.1%
Striving for more candor within the organization	40.0%
Keeping abreast of industry/organization trends and issues	33.3%
Affecting major change through communication program	32.9%
Responding to higher audience expectations	25.8%
Keeping up with technological advances	12.1%

What is the most important issue communicators expect to face in the next two years?

Worker satisfaction	63.5%
Economics	38.3%
Government regulation	36.1%
Salaries, compensation, benefits	35.8%
Social responsibility	31.3%
Competition	25.8%
Consumerism	18.7%
Accountability	14.4%
Environmentalism	12.9%
Labor relations	11.2%

Most respondents forecast broader role for communication programs during the next two years.

Assume a broader role in the organization	62.2%
Stay essentially the way it is now	36.6%
Assume a less significant role in the organization	1.2%

"Economics" was marked by 38 percent, "governmental regulations" by 36 percent, "salaries, compensation and benefits" by 36 percent, and "social responsibility" by 31 percent.

Issues receiving 25 percent or less of the "vote" included consumerism, accountability and environmentalism. Labor relations, surprisingly, came in last, with only an 11 percent showing.

Along the same lines, Profile/79 asked communicators if their program would be devoting more attention in the next two years to five designated audience segments: retirees, minorities, the handicapped, organized labor, or youth. Forty-two percent marked the "none" line. The others:

Retirees	25.0%
Minorities	18.8%
Handicapped	12.8%
Labor	11.7%
Youth	9.7%

In other words, one out of four commmunicators expects to increase retiree coverage, and nearly one out of five expects to prepare additional minority coverage.

Communicators already regularly address the following audiences (percentages indicate the number of respondents addressing each group):

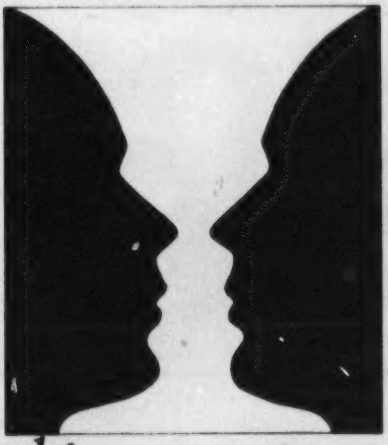
Management	83.3%
Salaried workers	80.2%
Hourly workers	62.9%
Union workers	38.5%
Customers/dealers	25.2%
Community residents	19.8%
Members	17.6%
Stockholders/ financial analysts	16.9%
National and local opinion leaders	15.5%

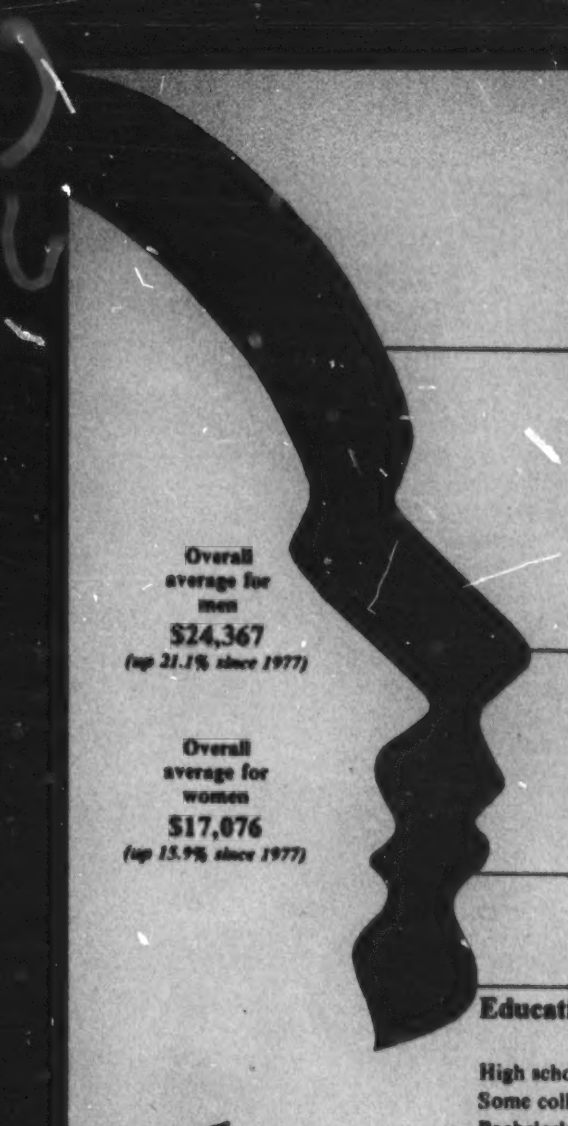
Large audience reached. Communication programs operated by IABC members who answered the questionnaire reach an estimated audience of 252,585,500, based on information provided by the respondents. Extrapolated to apply to the entire membership, this figure yields an estimated audience of 460,092,153, or more than twice the 217.7 million population of the United States.

IABC member programs, of course, reach overlapping audiences, as well as audiences in Mexico, Japan, Europe and other countries.

Most respondents thought their programs were fulfilling their purpose (73.9 percent), but a surprisingly large minority (26.1 percent) thought they were not.

IABC members continue to show a strong interest in their profession. Nearly 80 percent attended at least one or more seminars or workshops on communication during the preceding year.





Overall average for men
$24,367
(up 21.1% since 1977)

Overall average for women
$17,076
(up 15.9% since 1977)

Age and salary.

Age	Women	Men
21-27	$13,323	$16,090
28-32	18,151	23,057
33-40	18,289	23,321
41 or older	18,677	27,581

Average salary compared with titles.

Vice President	$28,200
Director	22,151
Manager	22,758
Supervisor	21,971
Specialist	16,438
Editor	16,426
Assistant	13,389
Writer	16,283

Salary compared with years with organization.

1 or less	$16,154
2	16,629
3, 4	18,510
5-9	21,891
10 or more	23,049

Salary by accreditation.

Accredited	$22,177
Not accredited	18,850

Education and salary.

	Women	Men	Overall
High school	$15,694	$25,938	$18,854
Some college	16,017	22,696	18,380
Bachelor's	16,201	22,546	18,720
Master's	18,462	23,105	22,102
Ph.D	13,563	28,125	27,031

***NOTE:** There are several ways to determine average salary or income. The median figure indicates that 50 percent of the respondents are below that level in salary and 50 percent are above it. The mean figure is simply the mathematical average. The median was generally used throughout this report to determine salaries. Syracuse data analysts recommend the median as a more accurate indicator of average salaries than the mean, because a few extremely high or low salaries can distort the average. However, the overall salary averages for all communicators, both male and female, were determined by using the mean so that accurate comparisons could be made with the Profile/77 report.*

PROFILE/79

Salaries for women lower than for men; higher in Canada than United States.

The gap between men's and women's salaries is smallest in Canada and New England. The average salary increased 12 percent in the last year.

Profile/79 results show communicator salaries now average $20,476 a year, up 17.8 percent since 1977. If you are woman, however, chances are you don't make that much.

Women's salaries rose at a greater rate than men's between 1975 and 1977, but that trend seems to have waned.

The mean, or average, salary paid women communicators is now $17,076, up 16 percent from two years ago, while male communicators make an average of $24,367, up 21 percent from 1977.

Data analysts at Syracuse University say there are differences between men and women communicators which might — but as it happens, do not — explain the widening gap between male and female salaries.

Women are younger, for example, with 63 percent of the responding females 32 and under, compared to 37 percent of the males.

Women also are slightly less likely to have a bachelor's degree, and less likely as well to have a master's or doctorate.

Women also tend to have fewer years of experience as communicators, have been with their particular organizations for less time, and are less likely to hold higher positions.

Do differences explain gap?

Past profiles of IABC members suggest the above differences might explain the salary variances. In Profile/79, they do not. Profile/79 shows that women in the same positions as men, and with the same apparent qualifications, are being paid less.

Syracuse data analysts arrived at this finding through the use of a statistical technique called "multiple regression," used to determine the best overall predictor of salary. The answer was sex. A woman, independent of qualifications, earns less, although the exact amount varies with individual situations.

For example, let's look at a business communicator who holds the position of editor in an organiza-

Years as communicator compared to salary.

Years	Overall salary	Women	Men
2 or fewer	$13,758	$13,319	$16,495
3-5	18,201	16,222	22,005
6-9	22,116	18,641	22,739
10 or more	26,986	21,924	27,538

How does salary compare to budget for internal communication?

Expenditure	Salary
Less than $25,000	$15,833
$25,000-$49,999	16,593
$50,000-$74,999	18,500
$75,000-$99,999	21,912
$100,000-$249,999	22,248
$250,000-$499,000	23,064
$500,000-$1 million	23,180

Long-time IABC members earn higher median salaries.

Years of Membership	Salary
3 or fewer	$16,812
4, 5	22,039
6-12	22,646
13 or more	27,349

Views of advancement prospects compared to salaries.

Outstanding	$22,057
Above Average	19,154
Average	18,782
Below	18,384
Poor	18,648

Type of organization and salary.

Corporation	$21,929
Association	18,310
Government	19,261
Education	16,667
Finance	16,343
Hospital	16,664

Average pay of communicators varies with products or services of organizations.

Aerospace	$22,000
Auto	23,438
Chemical	22,633
Education	16,875
Engineering	18,795
Finance/banking	16,222
Food/beverage	19,112
Graphics	22,500
Information	16,765
Insurance	16,380
Manufacturing	19,219
Medical	18,221
Metals	22,321
Petroleum	22,891
Pharmaceutical	21,364
Public Relations	21,989
Publishing	16,641
Retail Sales	15,865
Transportation	18,750
Telecommunications	22,932
[illegible]	22,000

tion with about 1,000 to 3,000 employees. The communicator is 30 years old, holds a bachelor's degree, has been in the business for two years, and previously worked for a newspaper.

If this communicator is a man, his salary will be $16,440; if a woman, she will be earning $12,990, a difference of $3,450 a year, or 26.6 percent.

One group particularly hard hit by the salary gap: women with Ph.Ds. They earn an average of $13,563, compared to $28,425 paid to men who hold Ph.Ds.

Who pays best?

Which organizations pay the best? Profile/79 found that highest overall salaries are in the automotive industry, along with telecommunications, petroleum, chemicals, graphics, metals, aerospace and energy. Lowest salaries are in retail sales, finance, insurance, publishing, information and education.

Not surprisingly, communicators working for corporations tend to fare better financially than their colleagues employed in hospitals, educational or financial institutions. The average corporate salary is in the $22,000 range, while the average salary for the latter organizations is in the mid-$16,000 range.

The survey also shows, as might be expected, that the higher the job title, the higher the salary; the more years in the business, the more you earn; that firms with large communication budgets generally pay more than those with smaller budgets; and that with increased years as an IABC member, and with IABC accreditation, salaries tend to go up.

Salary expectations.

The average salary increase for communicators over the past year is 12 percent. When asked about anticipated three-year salary increases, most of those surveyed — 41 percent — said they expected a jump in the 21-30 percent range over the next three years; 21 percent said they expected a 31-40 percent increase; and 24 percent pointed to a 10-20 percent jump. Less than half a percent said they expected their salaries to go up 50 percent or more.

Regional pay differences.

Communicator salaries in Canada are generally higher than in the US, and salaries in the northeastern United States are the highest in the country.

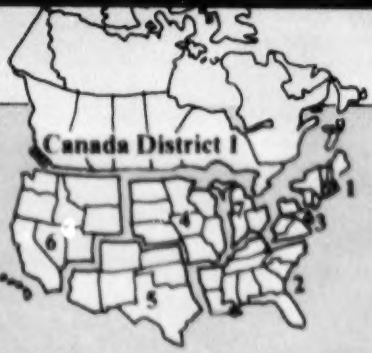
Profile/79 salary data shows the average Canadian IABC member earning $22,308 in Canadian dollars.

Salaries in US District 1 of IABC average $22,128. Here are the other US districts of IABC in rank order, by average salary: US 7, $19,037; US 3, $18,938; US 6, $18,667; US 4, $18,455; US 2, $16,811; US 5, $16,685.

Average salaries by sex, however, produce a different picture. The average male communicator earns $22,565 in the US, as opposed to $16,247 for the average US female communicator, and women communicators in the west earn the second highest salaries in the US among their sex, topped only by female communicators in the northeastern states.

Conversely, male communicators in the west earn the lowest average salaries, by a narrow amount, among their sex of any IABC district in the US.

Male salaries in the mid-Atlantic states (US District 3) are the



IABC Canadian and US districts.

highest in the United States, at $23,100 annually, followed by US 1, $23,081; US 4, $22,487; US 7, $22,425; US 2, $22,396; US 5, $22,359; and US 6, $22,336.

Female salaries are highest in US District 1, at $18,292, followed by US 6, $16,592; US 7, $16,500; US 3, $16,250; US 4, $16,125; US 5, $15,824; and US 2, $15,663.

The greatest male-female disparity among average salaries of communicators appears in US 3, the mid-Atlantic states, where male communicators earn an average of $6,850 more than female communicators.

The least disparity is in US 1, where the average is $4,789 more for men than for women.

In between, with the size of dollar disparity in parentheses, are: US 2 ($6,733); US 5 ($6,535); US 4 ($6,362); US 7 ($5,925); and US 6 ($5,744).

In Canada, female communicators earn an average salary (in Canadian dollars) of $18,333 — $4,632 less than the average Canadian male communicator's pay.

Canadian males earn about $400 a year more than US males... while Canadian females command an extra $2,000 a year over US females.

Salaries for men and women by IABC District.

	Women	Men	Average*
Canada District 1	$18,333	$22,965	$22,308
US District 1	18,292	23,081	22,128
US District 2	15,663	22,396	16,811
US District 3	16,250	23,100	18,938
US District 4	16,125	22,487	18,455
US District 5	15,824	22,359	16,685
US District 6	16,592	22,336	18,667
US District 7	16,500	22,425	19,037

*Median

Average salaries in US and Canada.

	Women	Men
United States	$16,247	$22,565
Canada	18,333	22,965

PROFILE/79

Communicators reach for higher rungs on the advancement ladder — in present jobs or elsewhere.

One of three communicators surveyed rate advancement opportunities above average, but 10 percent are actively seeking communication jobs elsewhere.

The organizational communication field is characterized by a great deal of mobility... and by concerted efforts of practitioners to improve themselves professionally, according to Profile/79 findings.

While only 10.2 percent of those responding said they were actively seeking a similar or better position with another organization, 24.5 percent said they expect to be working somewhere else in the next three years.

The reason chosen most often for wanting to leave was "want more opportunity for advancement and promotion" (62 percent), followed by "want to increase salary" (58.5 percent), "seeking more managerial responsibility" (42.2 percent), "seeking more opportunity to use communication skills" (30.1 percent), "seeking more support from top management" (24.3 percent) and "desire change of location" (16 percent).

Advancement chances.

Asked to rate the possibilities for advancement in their organizations, 35 percent of the communicators said they were below average (18.4 percent) or poor (17.1 percent). Only 8.1 percent rated advancement possibilities as outstanding and 27.4 percent said they were above average. The largest segment of responses to this question — 29.1 percent — rated advancement opportunities as average.

Asked for the reason for poor or below average advancement opportunities, 39.6 percent said poor turnover was the single biggest cause. More than 10 percent said they were "unappreciated."

The survey found that almost 40 percent of the respondents have been with their organizations for two years or less (compared with 34.8 percent in 1977). However, those with more than 10 years' experience in the same organization increased from 13.6 percent in 1977 to 16.2 percent today.

Newcomers and old-timers seem to be least anxious to leave their organizations. Those who have been with their organizations for

Professional growth activities: women attend more seminars and belong to more organizations.

	Women	Men
How many professional seminars, workshops and conferences have you attended in the past year?		
None	12.5%	20.6%
1-2	48.7	50.3
3 or more	38.7	29.1
How many other professional organizations do you belong to?		
None	17.3	21.9
1 or more	82.7	78.1
In the past year, have you completed any college or university level courses directly related to your present position or promotion prospects?		
Yes	38.4	25.1
No	61.6	74.5
Are you now actively pursuing a degree?		
Yes	18.4	14.1
No	81.6	85.9

Nearly 20 percent entered field from college.

Prior occupation:	
Newspapers	21.7%
Student	19.9%
Advertising	5.7%
Personnel	4.8%
Secretary-clerical	4.8%
Teaching	4.8%
Free-lance writer, artist, designer	4.7%
Marketing/sales promotion	4.5%
Radio-television	4.4%
Magazines	4.3%
Public relations	4.3%

Most respondents expect a 10% to 40% pay increase in next three years.

No increase	1.3%
10-20%	24.4%
21-30%	41.0%
31-40%	20.6%
41-50%	8.0%
50% Plus	4.7%

Titles of communicators.

Title that most accurately describes the communicator's position in the organization:

Vice President	1.8%
Director	16.9%
Manager	22.3%
Supervisor	7.1%
Specialist	11.1%
Editor	27.3%
Assistant	3.7%
Writer	2.7%

Title of person communicator reports to.

Public relations manager/director	15.7%
Vice president	15.1%
Chief executive officer	13.9%
Communication manager/director	13.4%
Senior vice president	5.0%
Public affairs manager/director	4.3%
Publications manager/director	3.0%
Editor	1.3%

What became of the communicator's predecessor?

New position/no predecessor	34.1%
Promoted or transferred within the organization	15.2%
Left for better position elsewhere	14.1%
Fired or encouraged to leave	12.7%
Left profession	7.8%
Left for same or lesser position elsewhere	6.7%
Retired or died	5.5%

one year or less and those with 10 years or more in the organization are the least receptive to other offers and most firm about staying.

More than a third of the communicators said their current positions were newly created when they took the jobs. Corporations and government units offered more new positions than other organizations.

The telecommunications industry seems to offer the best promise for promotion. Forty-one percent of the respondents in this industry said their predecessors had been promoted to higher job slots.

Turnover.

The highest voluntary turnover rate for communicators is with educational institutions...and the highest rate of involuntary departures (firing) is among hospitals, according to the survey.

The highest communication title available in a plurality of organizations is director (36.7 percent), but a sizeable number reported higher titles: vice president, 22.2 percent and senior vice president, 5 percent.

Almost half — 48 percent — of those surveyed now hold titles of supervisor, manager, director or vice president — up from 38 percent in 1977. More than 37 percent have held their current titles for one year or less.

Thirty-four percent say they report to a vice president, senior vice president or the chief executive. Of this number, 13.9 percent report directly to the CEO.

By the time communicators have been in the field for six to nine years, they're most likely to be managers, survey results indicate.

Continuing education.

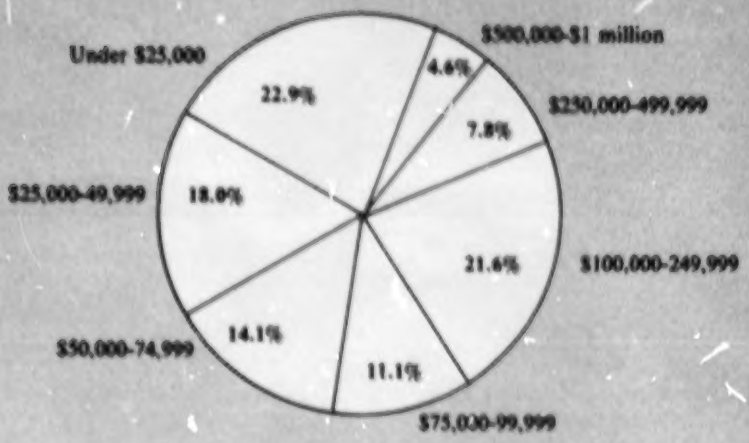
About 80 percent said they had attended one or more professional seminars or workshops in the past year and 30 percent have completed a college or university-level course directly related to their job or promotion prospects.

More than 15 percent are now actively pursuing a degree. Of this number, 8.1 percent are studying for their master's degrees.

Of those under the age of 33, women are more likely than men to have master's degrees. More than 60 percent of all those with master's degrees under the age of 33 are female.

Of those responding to the survey, 9.7 percent are accredited by IABC and 10.1 percent said they planned to apply for accreditation during the year.

Size of internal communication budgets.



Communicators' duties span wide range of activities.

	Percent involved
Managing	73%
Counseling	72%
Writing and editing for publications	93%
Speech writing	56%
Research/surveys	64%
AV projects	63%
Photography	72%
Telephone news/information programs	57%
Face-to-face communication	75%
Feedback programs	60%
Financial reports	57%
Bulletin board programs and exhibits	61%
Handbooks, brochures, manuals	76%
News releases	72%
Special events, open houses, tours, etc.	70%

PROFILE/79

Two-year trend: larger staffs, expanded media, greater responsibility.

Duties of communicators are changing with the size of their communication budgets, and corporations are moving faster than other organizations.

Communication jobs are growing more varied and complex, demanding more skills in more areas.

Writing and editing for publications are still the most prevalent duties for the communicator (93 percent said they were involved in this area). However, more than half are also absorbed in such nonprint areas as audiovisuals (63 percent); face-to-face communication (75 percent) and telephone news programs (57 percent).

Sixty percent are involved with feedback programs; 56 percent with speech-writing; and management duties involve the time of almost three out of four communicators (73 percent).

Geographic scope.

Asked about the scope of their jobs, almost a third (31.1 percent) said it covers either the United States, Canada or both; another third have duties that are either regional or statewide/provincial in nature; and 22 percent have local-only responsibilities. Almost 13 percent say their jobs cover an international audience.

The trend during the past two years has been toward bigger communication staffs, more media and greater responsibility for the individual communicator.

More than eight out of 10 said they had either added more media (46.1 percent) or modernized existing media (35.8 percent) over the past two years. Almost 40 percent said their staffs had increased in size (compared with 28.7 percent who noted this change in 1977). But the most dramatic change occurred in the areas of communicator responsibilities. Almost three out of four (72.5 percent) said they had assumed more responsibility over the past two years. In 1977, 50 percent made that claim.

Cost cutbacks are down.

Only three percent said their

Years in organizational communication compared to current position.

	3 or less	3-5	6-9	10 or more
Vice President	0.6%	1.4%	1.8%	3.6%
Director	13.3	14.1	21.2	20.6
Manager	13.3	18.7	26.5	32.4
Supervisor	3.1	8.6	7.4	7.2
Specialist	13.4	12.8	9.9	7.8
Editor	34.7	30.1	23.6	19.5
Assistant	7.6	4.1	1.6	1.2
Writer	4.3	3.1	1.6	1.5

What types of organizations made what kinds of changes?

	More media	Modernizing existing media	More staff	Less staff	More responsibility for the communication function
Corporation	47.9%	19.3%	11.0%	3.7%	11.0%
Association	51.8	19.3	9.0	3.0	9.6
Government	59.3	10.6	9.7	4.4	8.1
Educational Institution	51.1	10.0	12.2	6.7	10.0
Financial Institution	35.9	22.3	12.6	6.3	14.1
Hospital	67.1	6.4	12.1	2.1	9.3

Program changes in last two years meant more responsibility for 72.5% of respondents.

Type of change.

More media	46.1%
Fewer media	3.4%
Modernizing	35.8%
More staff	39.3%
Less staff	7.5%
More responsibility	72.5%
Less responsibility	1.7%
Major shift	22.4%
None	8.2%

Top management support spurred many program changes.

Reasons for program changes.

More support from top management	45.0%
Less support from top management	2.5%
Reorganization	22.2%
Evaluation	13.5%
Budget increase	7.5%
Budget decrease	3.0%

Types of organizations compared to internal communication budget.

	Corporation	Association	Government	Educational	Financial	Hospital	Self-employed
Under $25,000	15.1%	32.2%	41.7%	42.7%	18.7%	23.5%	63.2%
$25,000-$49,999	17.5	13.3	15.0	20.2	20.1	26.5	5.3
$50,000-$74,999	13.3	11.1	9.4	18.0	20.6	14.1	0.0
$75,000-$99,999	11.7	7.8	8.7	7.9	12.1	14.8	5.3
$100,000-$249,999	26.9	19.4	15.0	7.9	18.2	19.5	21.1
$250,000-$499,999	9.1	11.1	2.4	2.2	6.1	1.3	5.3
$500,000-$1 million	5.3	3.9	7.1	1.1	4.2	0.7	0.0
Over $1 million	3.0	1.1	0.8	0.0	0.0	0.0	0.0

department had undergone a general cost cutback over the past two years...compared with almost six percent in 1977 and 12 percent in 1975.

Internal communication budgets generally tend to fall at either the low or high end of the financial spectrum, with 34 percent of those surveyed listing budgets of $100,000 or more; and 23 percent with budgets of less than $25,000.

Not surprisingly, larger organizations tend to spend more for internal communication, and organizations with higher budgets offer the best possibilities for advancement.

Organizations with internal communication budgets averaging $25,000 or less are educational and financial institutions, and those specializing in graphics, engineering, publishing, retail sales and information. Those with average budgets of $100,000 and more are industries specializing in petroleum, chemicals, aerospace, energy, pharmaceuticals, telecommunications, manufacturing, automotives and metals.

Almost six out of 10 communicators (59 percent) said their internal communication budgets had increased 10 percent or more during the past two years; almost one out of four (24.8 percent) said their budgets had gone up 21 percent or more.

Of all organizations, corporations had the highest percentage two-year budget increase, while hospitals and educational institutions tended to show the lowest increase in their budgets.

Scope of communicators' programs.

International	12.9%
US and Canada	8.5%
National	22.6%
Regional	15.0%
State/province	16.9%
Local	22.0%

Format.

Magazine	35.1%
Newspaper	18.5%
Magapaper	17.7%
Newsletter	26.0%

Frequency.

More than weekly	.7%
Weekly	4.1%
Every two weeks	8.7%
Monthly	40.5%
Every two months	20.6%
Quarterly	17.7%

Primary audience for publication.

Internal	66.0%
External	11.7%
Both	20.4%

Distribution.

Internal	13.8%
Mailed	48.0%
Combination of the above	37.2%

Printing.

Internal	21.5%
External	77.4%

Do you have a written publication policy?

Yes	43.6%
No	56.4%

Colors.

Black and white	47.2%
Two-color	35.8%
Four-color	13.8%

Circulation.

Under 1,000	14.2%
1,000-2,499	22.1%
2,500-4,999	20.7%
5,000-9,999	17.5%
10,000-19,999	11.5%
20,000-29,999	4.6%
30,000-49,999	3.6%
50,000 and above	5.8%

Total pages per issue.*

1-3 pages	5.0%
4-5	19.0%
6-9	29.6%
10-17	19.9%
18-25	12.8%
26-36	8.5%
More than 36	5.1%

Average pages per issue: 14.2

Cost per copy.

(Printing, production, distribution, but not staff salaries)

Under 5 cents	9.4%
5-9 cents	8.1%
10-14 cents	8.7%
15-19 cents	6.6%
20-24 cents	7.8%
25-29 cents	6.2%
30-34 cents	5.8%
35-39 cents	4.9%
40-44 cents	4.5%
45-49 cents	6.0%
50 cents and over	32.0%

Total number on publication staff.

One	30.9%
Two	29.6%
Three	13.7%
Four	5.0%
Five	3.3%
Six	1.5%

PROFILE/79

Newsletters post gains, competing with magazines as most popular format.

You have a typical publication if it is a monthly, one-color magazine averaging 14 pages, costing 25 to 30 cents to produce and distribute.

Magazines continue to be the most popular format for more than a third of all communicators surveyed, but newsletters — more than any other print medium — have come into their own over the past two years.

Newsletters now account for more than one out of four (26 percent) of the publications represented in the Profile/79 survey — compared with 16.9 percent in 1977.

Magazine and magapaper formats remained stable in popularity over the past two years, while newspapers actually declined. Magazines moved from 37.6 percent in 1977 to 35.1 percent today, and magapapers went from 19.5 percent to 17.7 percent.

Newspaper formats dropped from 24 percent in 1977 to 18.5 percent today.

Frequency.

Monthly frequency of publications is down slightly, the number of quarterlies has remained fairly constant, while publications produced either weekly or every two weeks have increased. Today, almost one out of five publications produced by IABC members comes out quarterly, two out of five are issued monthly, and publications produced either weekly or every two weeks account for 12.8 percent of the total (compared with 8.8 percent in 1977).

Staff size.

Survey results show that 30.9 percent of the responding communicators comprise a one-person publication staff. Almost the same number (29.6 percent) are part of a two-person team. Only 13.7 percent reported three people on their publication staffs and 5 percent named four people.

Audience.

Two out of three publications (66 percent) cater to an internal audience, while 11.7 percent are geared to an external group;

Major areas of content emphasis.

(by percent of respondents who emphasize these areas)

Organization operation/news	44.6%
Organization trends/outlook/issues	24.9%
Human interest	18.7%
Employee and member news	18.3%
Benefits	5.4%

Topics covered regularly by publication.

(by percent of respondents who listed these topics)

Human interest	44.6%
Personnel changes/retirements	43.5%
Benefits	38.9%
Organization trends/outlook/issues	37.7%
Organization operation/news	37.6%
Employee and member news	37.0%
Management message	22.8%
Economics/economic education	19.0%
"How-to" and service articles	15.9%

Frequency by type of publication.

	Weekly	Every 2 weeks	Monthly	Every 2 months	Quarterly
Magazine	.9%	2.0%	34.9%	25.0%	29.9%
Magapaper	3.0	8.3	47.9	23.3	10.5
Newspaper	5.5	18.2	49.3	13.5	8.1
Newsletter	10.6	11.4	39.2	19.3	13.1

Distribution methods by publication type.

	Internal	Mailed	Combination of the two
Magazine	7.2%	57.7%	35.0%
Magapaper	16.1	44.6	39.3
Newspaper	14.4	46.4	39.2
Newsletter	21.1	39.7	39.2

Audience by type of publication.

	Internal	External	Both
Magazine	60.4%	14.5%	23.6%
Magapaper	74.4	5.3	18.2
Newspaper	78.2	5.0	16.4
Newsletter	63.2	14.4	20.5

another 20.4 percent reach a combination internal-external audience.

Content.

Publication editors give most of their attention to coverage of organizational operations and news (mentioned as a major area of emphasis by 44.6 percent of the respondents), followed by coverage of organizational trends and issues (mentioned by 24.9 percent). Human interest material and employee-member news each received about 18 percent of the total.

Aside from major emphasis areas, editors were asked about topics regularly covered in their publications. These include human interest features (mentioned by 44.6 percent); personnel changes and retirement news (43.5 percent) and benefits information (38.9 percent). News about organizational issues, trends and operations was mentioned by 37.3 percent of the total.

One out of five editors say they regularly run a message from management in their publications, and almost one out of four regularly cover economic information.

Feedback, candor.

Asked if they could implement an immediate change in their publication or publication program, almost 55 percent opted for "more reader feedback and participation." This was named almost twice as often as any of the other possible changes listed.

"More candor" came in second, with 38 percent, followed by more frequency of publication, with 30.6 percent. More support from top management was listed by 26.9 percent; fewer restrictions on content by 29.8 percent, and use of more outside consultants by 23.1 percent.

Communicators said their publications were candid and honest "most of the time" (54.8 percent); "always" (23.8 percent) and "sometimes" (16.3 percent). Four-and-a-half percent said the publications were "seldom" candid and honest, while a sprinkling (.6 percent) marked "never."

Other information gleaned from the publications section of the survey includes:

- Only 43.6 percent of the respondents said they had a written publication policy.
- Seven out of 10 respondents devote 50 percent or less of their time to producing their publications.
- About half (49.5 percent) of the publications represented in the survey have been in existence for five years or less.
- Almost a third (32 percent) cost 50 cents or more per copy to produce and distribute.
- Fourteen percent of the publications reach 20,000 readers or more, while 57 percent have a total circulation of less than 5,000.
- The typical publication, based on Profile/79 findings, is a monthly, black-and-white magazine averaging 14 pages. It costs between 25 and 30 cents a copy to produce and distribute to its primary audience, which is internal. Two or three people work on the typical staff and printing is handled externally.

IABC publications, seminars, conferences, other services given high marks.

Most members responding to Profile/79 rate IABC above average (44.7 percent) or outstanding (25.8 percent) as an organization.

IABC's services and programs also evoked a generally positive response from members.

Profile/79 respondents gave an outstanding rating to the International Conference. Almost half indicated they didn't know enough to rate the Conference, but of those who did, half termed it outstanding, and half said it was above average.

IABC News was rated either outstanding or above average by 84.3 percent of the respondents. *Journal of Organizational Communication* was given either an outstanding or an above average rating by 80.5 percent of those surveyed.

Services or programs receiving the fewest outstanding or above average responses were the publication critique program, the placement service and the professional development course.

In the breakdown below, percentages indicate the number of respondents who rated the service or program either above average or outstanding.

The figures in parentheses indicate the percentage of respondents who said they didn't know enough about a service or program to rate them.

	%	%
IABC News	84.3	(0.8)
Journal of Organizational Communication	80.5	(2.8)
Membership directory	65.7	(8.9)
Special programs and publications	63.0	(16.3)
Seminars, workshops	59.1	(20.8)
Research	58.2	(27.4)
Gold Quill Awards program	52.0	(25.4)
District/Chapter activities	46.4	(13.9)
International Conference	42.4	(49.3)
Idea files and reference library	39.5	(32.5)
Accreditation program	30.3	(52.4)
Publication critique service	24.1	(62.3)
Professional Development Course	17.5	(65.6)
Placement service	16.8	(56.8)